Army DCIPS 2010 Performance Management and Bonus Process Review

DCIPS

DEFENSE CIVILIAN INTELLIGENCE PERSONNEL SYSTEM

Agenda

- Purpose
- Key Timeline Data
- Lessons Learned
- Organizations Analyzed
- Army Aggregate Data
- Bonus Group Results
- Challenges

Purpose

The purpose of this brief is to provide a comprehensive overview of the 2010 Performance Management and Bonus Process. It also depicts a 2009 bonus data set to correlate the results of the 2010 analysis to possible key decisions in the process.

BLUF: Meaningful distinction in Performance Management provided bonus results within expected outcomes.

Key Timeline Data

- The earliest bonus pool was conducted on 16 Nov 10
- The last bonus pool was conducted on 20 Dec 10
- The pay out for 2010 was conducted on 27 Jan 11
- Manual RPAs were processed after 28 Feb 11
- Initial analysis conducted by USD(I) 1 Mar 11
- Bonus data call sent to the community 1 Mar 11
- Final data received from community 27 Apr 11
- Final review completed and reported 18 May 11
- Comments/data received from 22 organizations for the analysis

Key Impacts – 3 Each Positive and Negative

- Meaningful distinction in the Performance Management Process resulted in fair and equitable distributions of rating for DCIPS vs TAPES
  - An approximate 40% increase in both Successful and Excellent ratings
  - An approximate 80% decrease in the Outstanding rating under TAPES 2009
- Minimal reconsideration requests at HQDA, G-2 level
  - Only 6 requests required G-2 ruling/determination
- The incorporation of the PRA review added validity to the process
  - The 2nd level review reinforced the leadership involvement in the PM process
- Minimal training on DCIPS was significant for: HLRs, Managers and Military Raters
- The 50% Bonus Rule proved problematic and restricted the ability to adequately reward the workforce
- The automated tools supporting the process required modification
  - PAA Tool allowed HLRs to approve reports prior to PRA approval
  - CWB/DPAT required changes during the process to function properly

Lessons Learned

- The 50% Bonus Rule did not allow the organizations maximum flexibility to adequately reward employees
- Rater consistency training required for shared understanding of ratings category
- Managers needed more training on writing SMART objectives
- Employees needed more training on writing self assessments
- Bonus guidance should be released earlier in the PM process to provide organizations adequate time to develop business rules
- Training for bonus board members just prior to commencement of the boards supported the process
- Identifying alternate board members provided continuity throughout the process
- The awareness of assessing the Performance Elements as well as the Objectives

Organizational Data Reviewed

ORGANIZATION	EMPLOYEES	ORGANIZATION	EMPLOYEES
AFRICOM	21	MEDCOM	55
ATEC	81	NETCOM	105
AMC	425	OAA	42
FORSCOM	137	SMDC	56
HQDA, G-2	183	TRADOC	804
HT JCOE	110	USA AFRICA	21
IMCOM	290	USA EUROPE	66
INSCOM	2379	USA NORTH	12
JIATF SOUTH	213	USA SOUTH	22
JIEDDO	15	USA PACIFIC	65
JSOC	131	USA SOC	160
		TOTAL EMPLOYEES	5393

Organizational data was based on PRA certification and data reported. Total numbers do not include Employees
in the following categories: Transition, New Hires Less than 90 days, and Offline Evaluations.

Army Aggregate Report for Employees

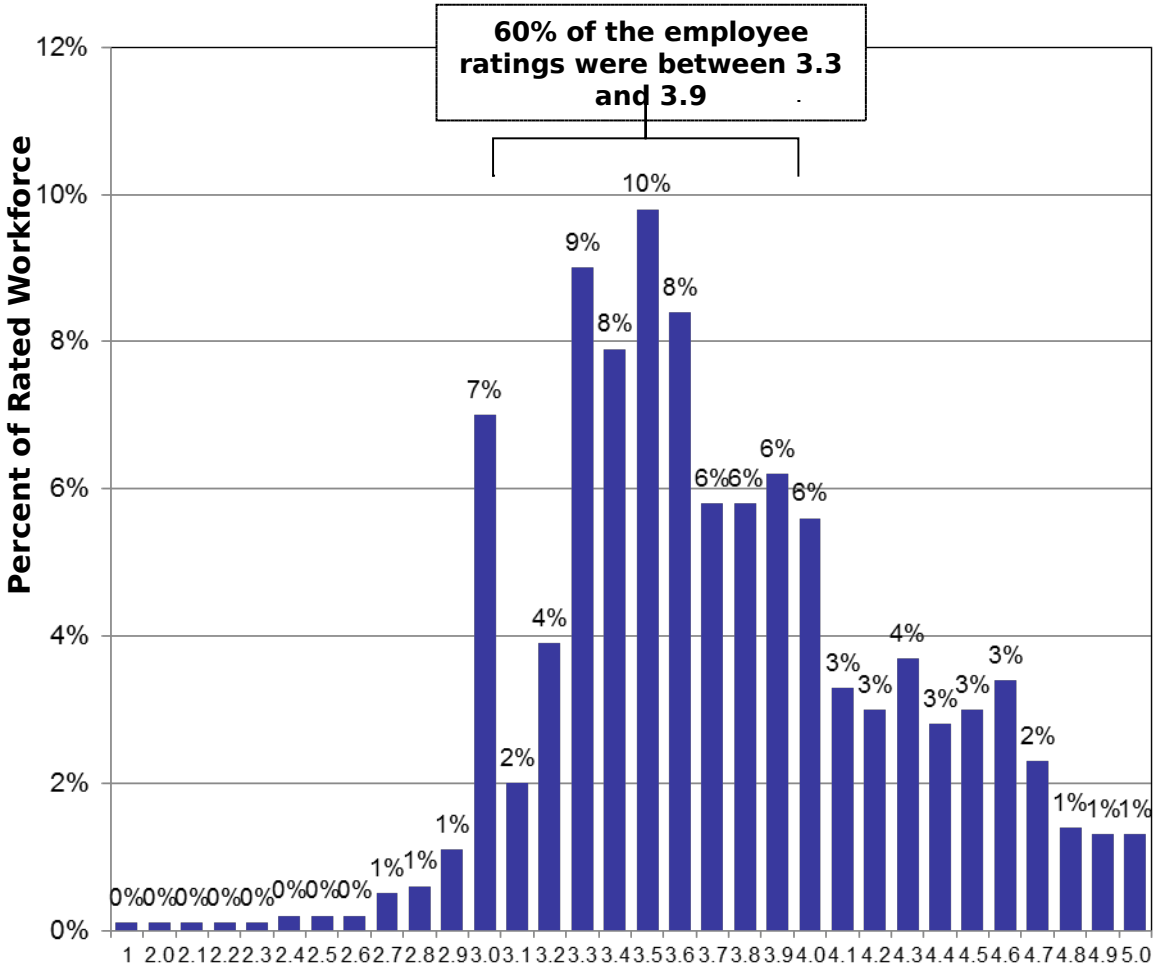
Overall Summary – FY10 Performance Cycle

Overall Workforce Considered	5393
Number of Bonus Pools	140
Average Overall Rating	3.78
Average Bonus Budget Percentage	1.77%
Average Bonus Amount	$2,813
Number of QSIs	258
Percent of Workforce Receiving a Bonus	47%

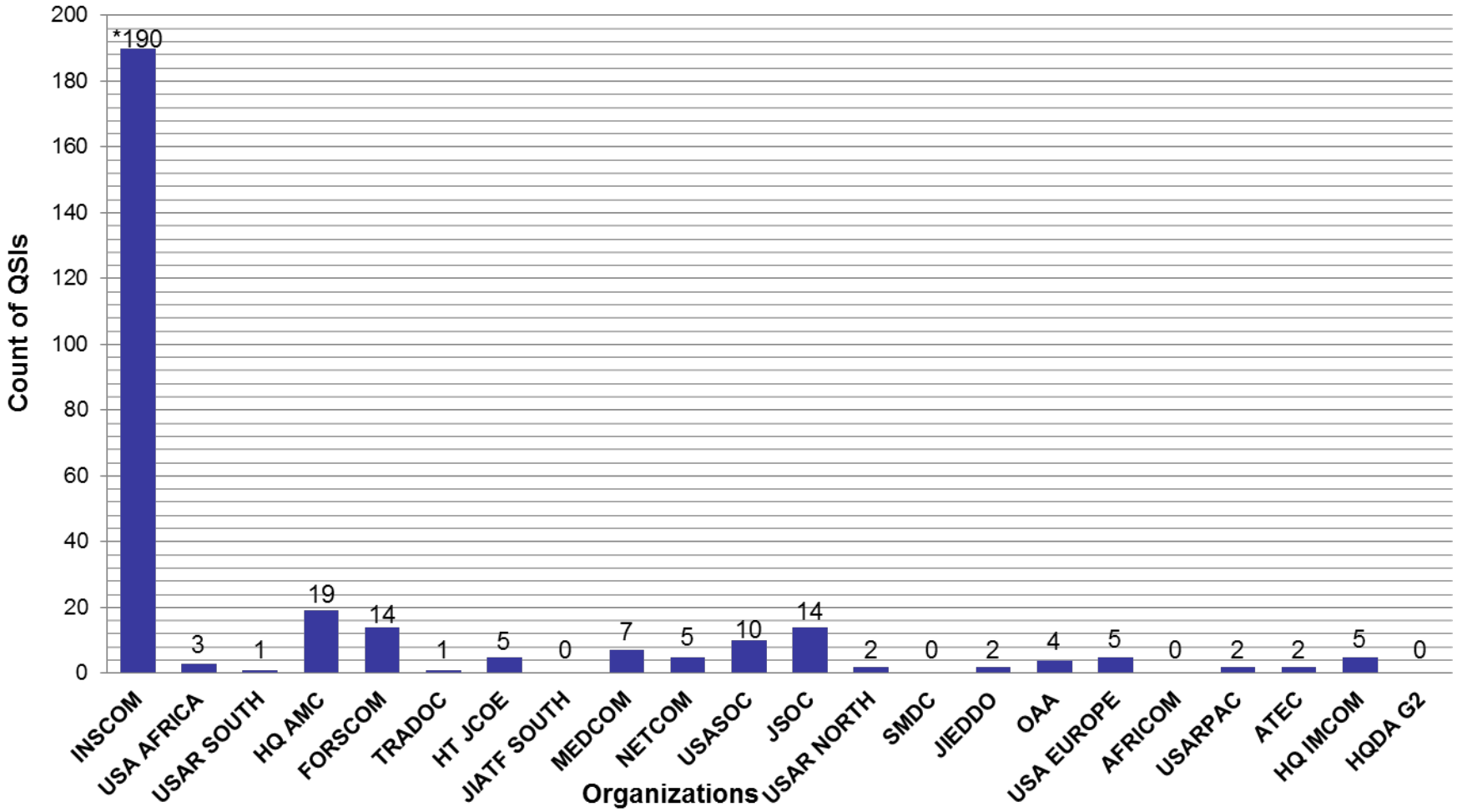
Bonus Group Results General Data

Total Employees	**5393**
Average Rating	**3.78**
Average Percent of Employees Receiving a Bonus	**47%**
Total Employees Receiving a QSI	**258**
Average Bonus Amount	**$2,813**
Mode Bonus Amount	**$2,450**
Lowest Bonus Amount	**$195**
Highest Bonus Amount	**$10,000**
Number of Bonus Pools	**140**

Overall
Ratings Distribution – Visual Representation



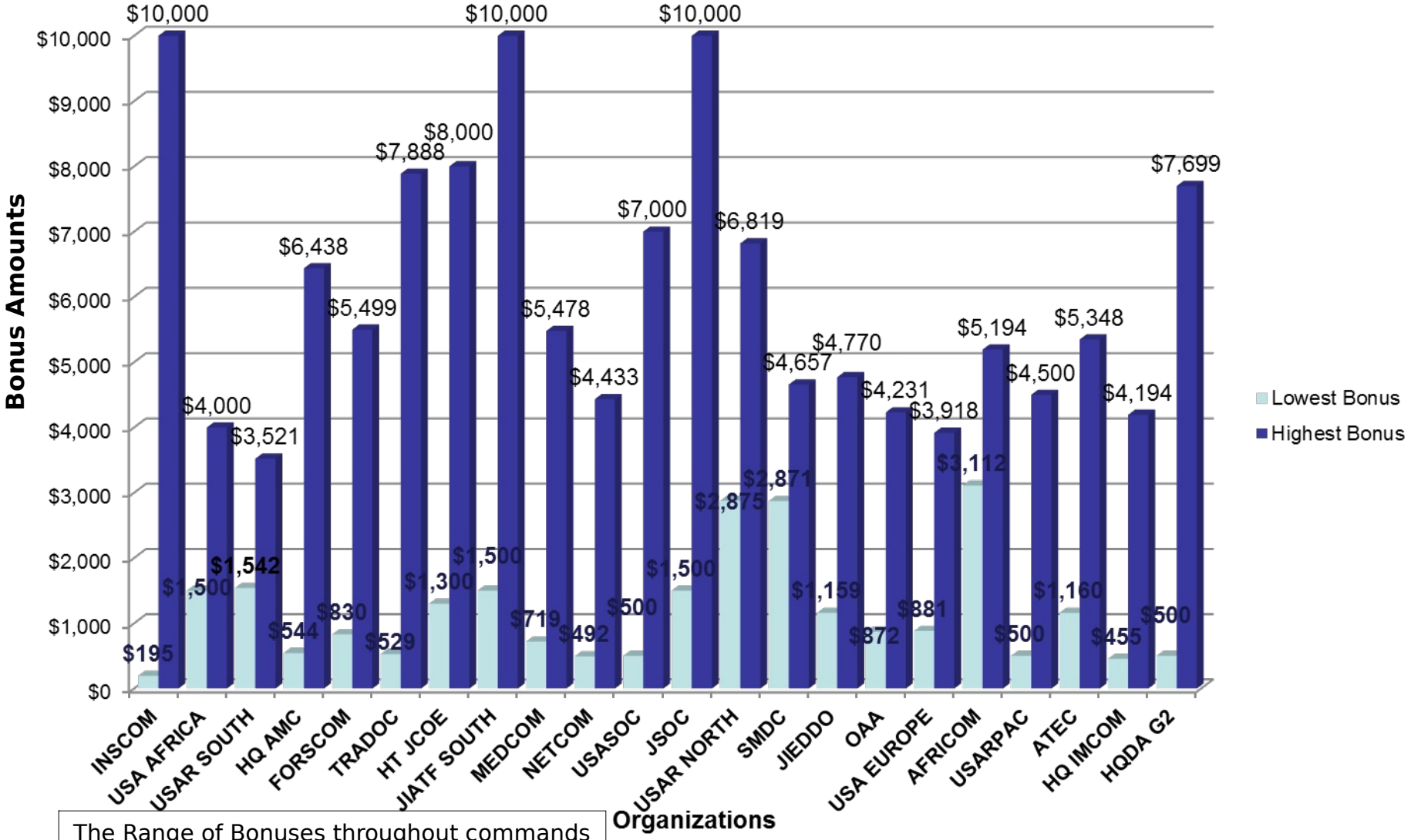
Number of Quality Step Increases (QSIs) Awarded



Total QSIs awarded was less than 5% of the Population vs 12% in 2009

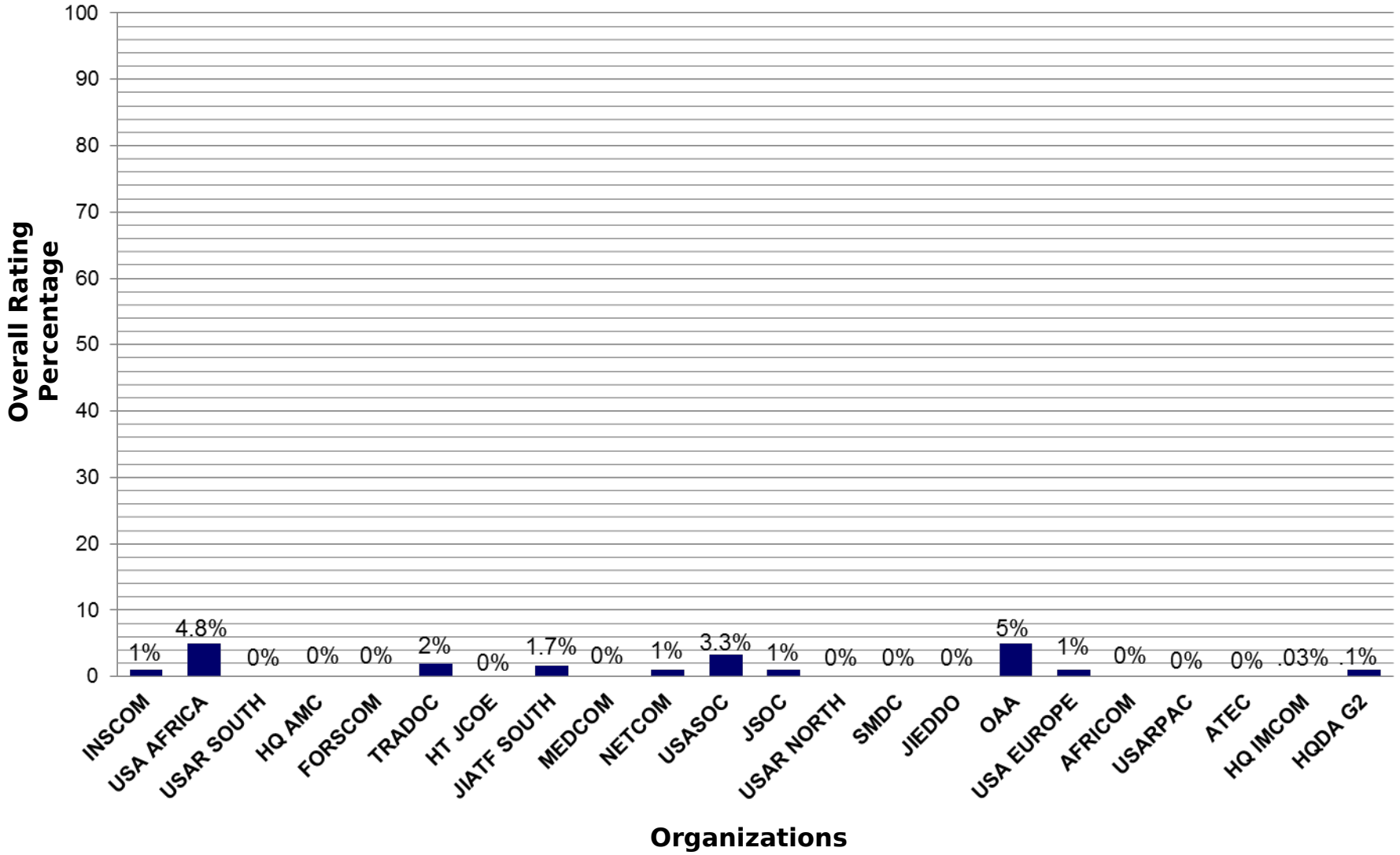
*The 190 QSIs is .79% of INSCOM's total population.

Range of Bonuses Low to Highest (listed)



The Range of Bonuses throughout commands

Employees Rated Minimally Successful (Level 2)



Employees Rated Successful (Level 3)

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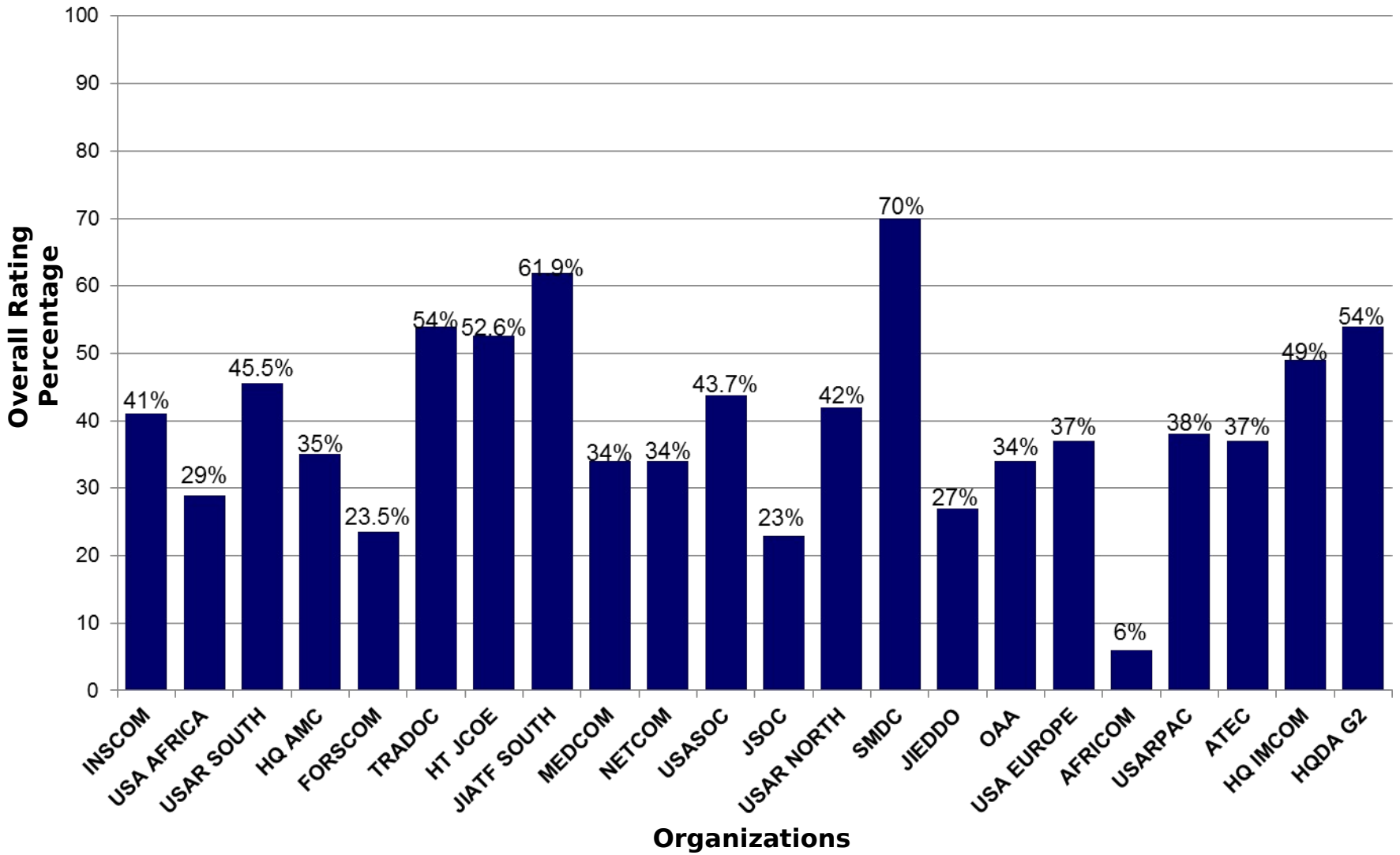

Employees Rated Excellent (Level 4)

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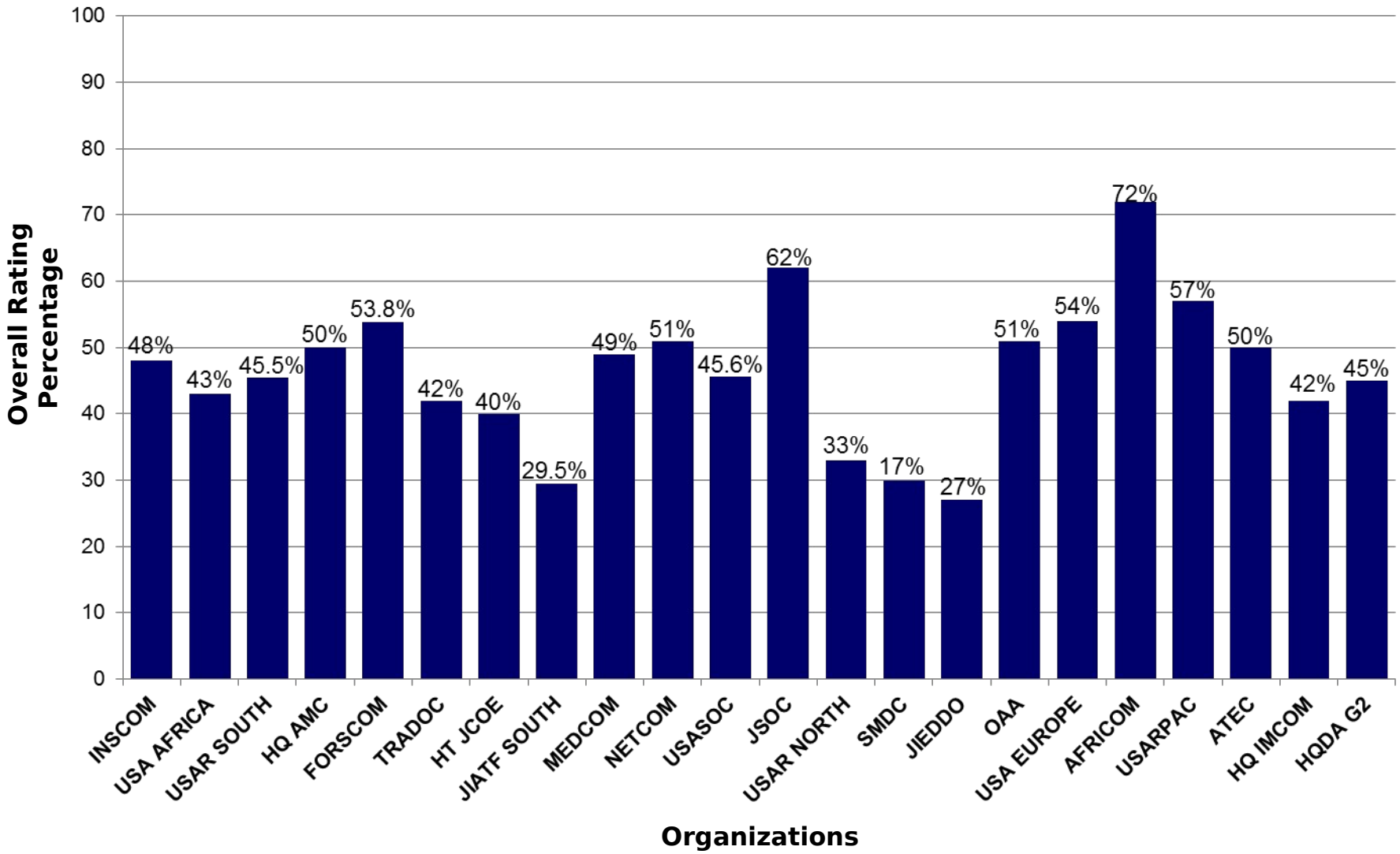
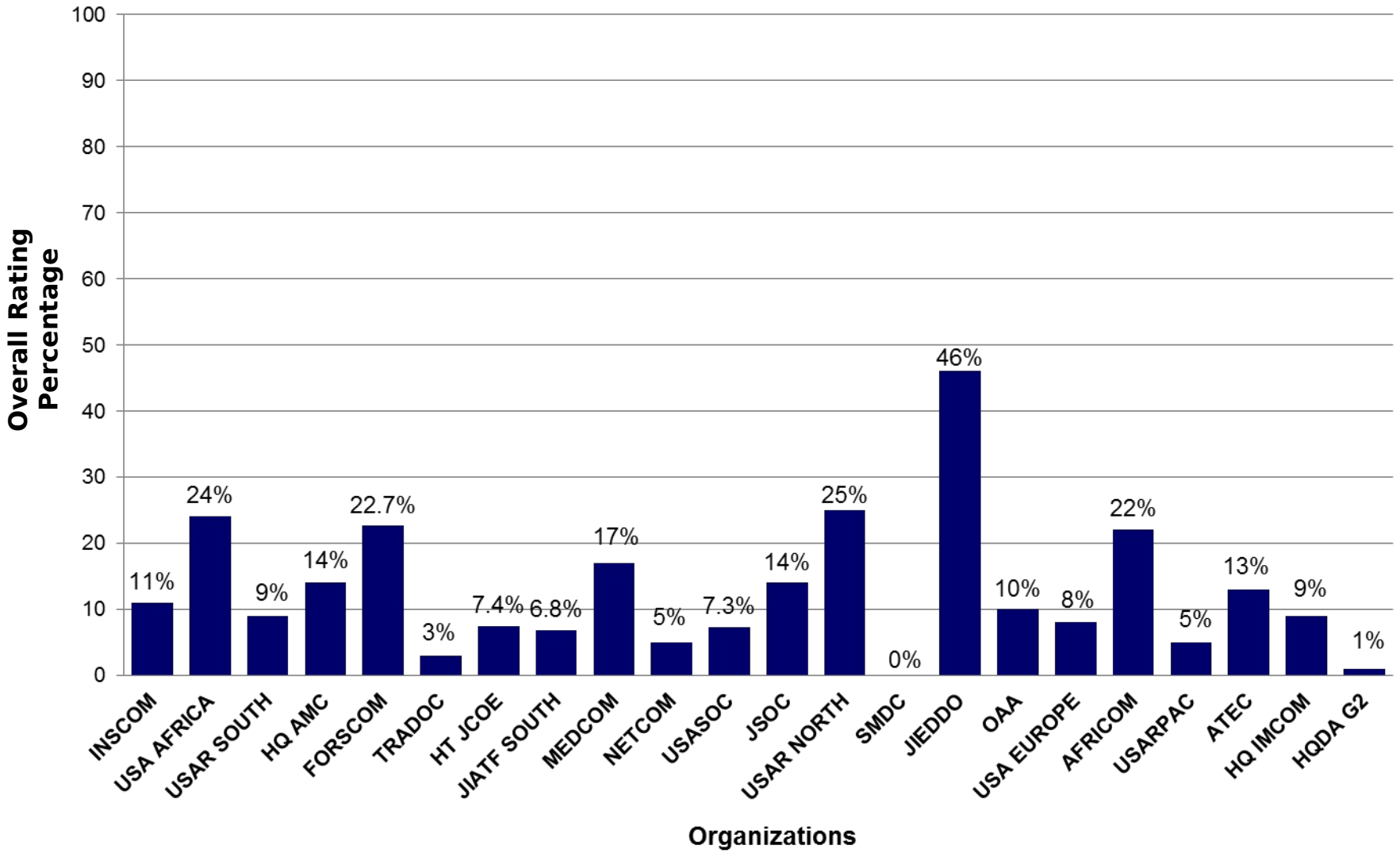


Employees Rated Outstanding (Level 5)

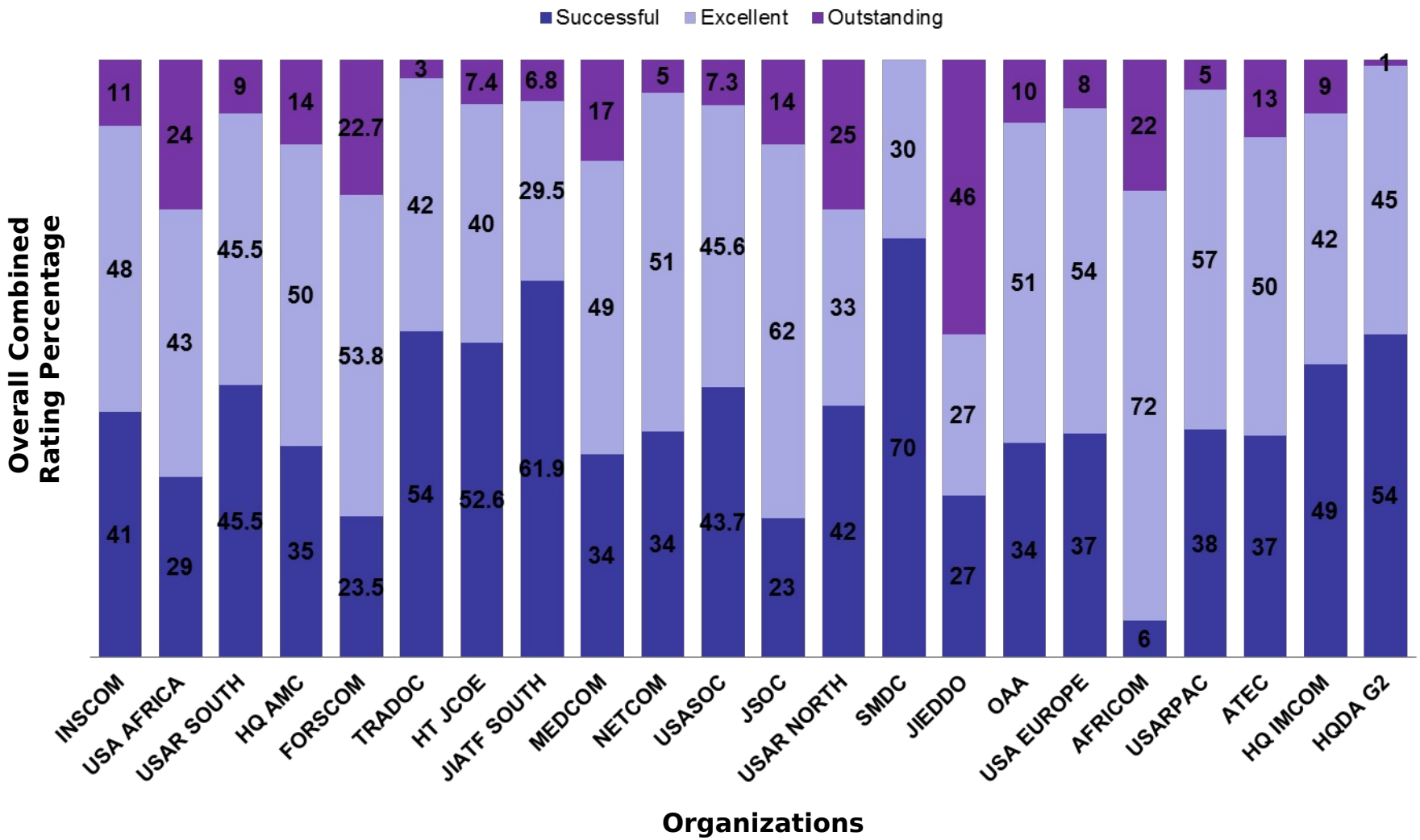


Employees Rated Successful and Above

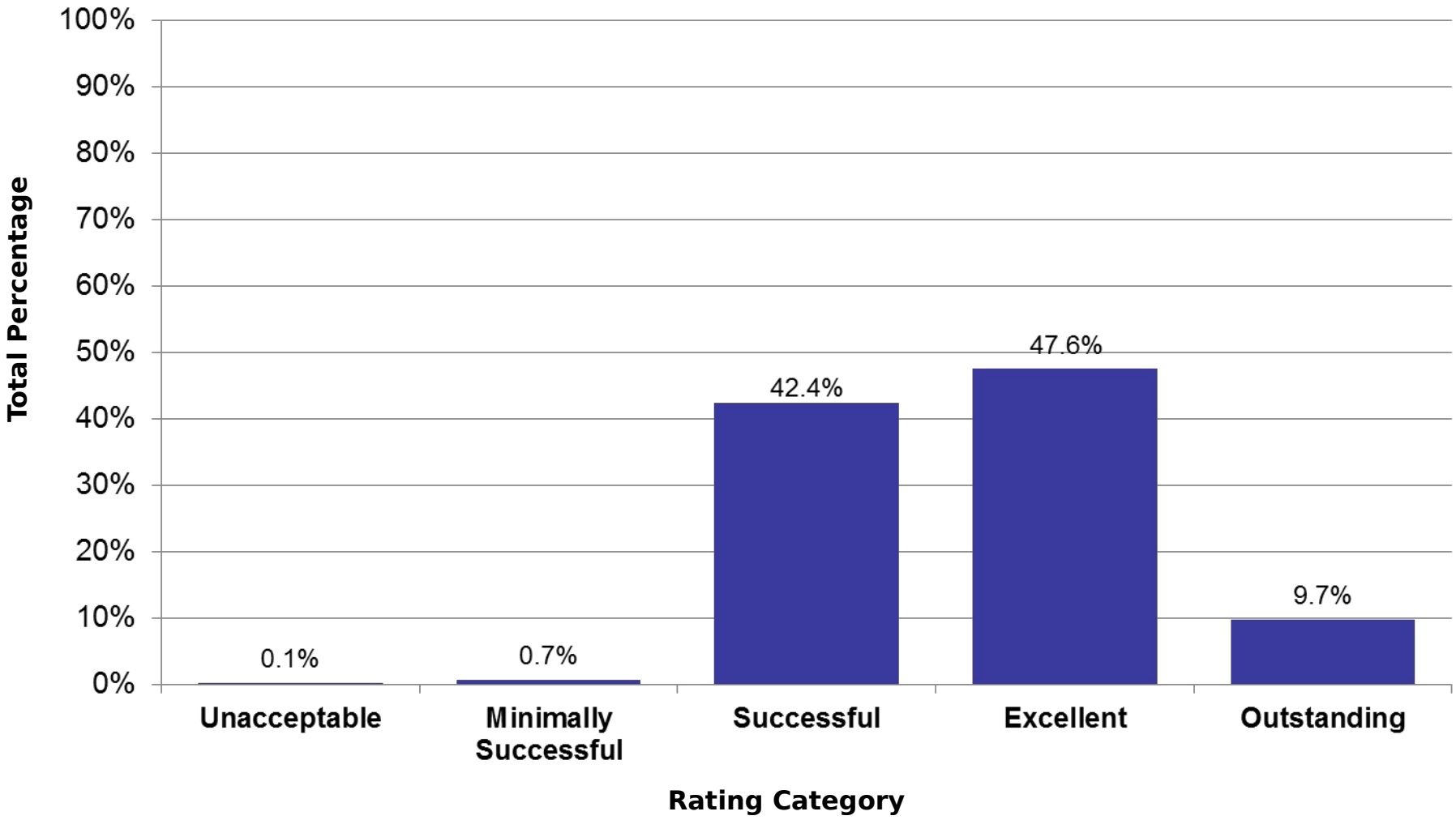
DCIPS INTERIM

Consolidated

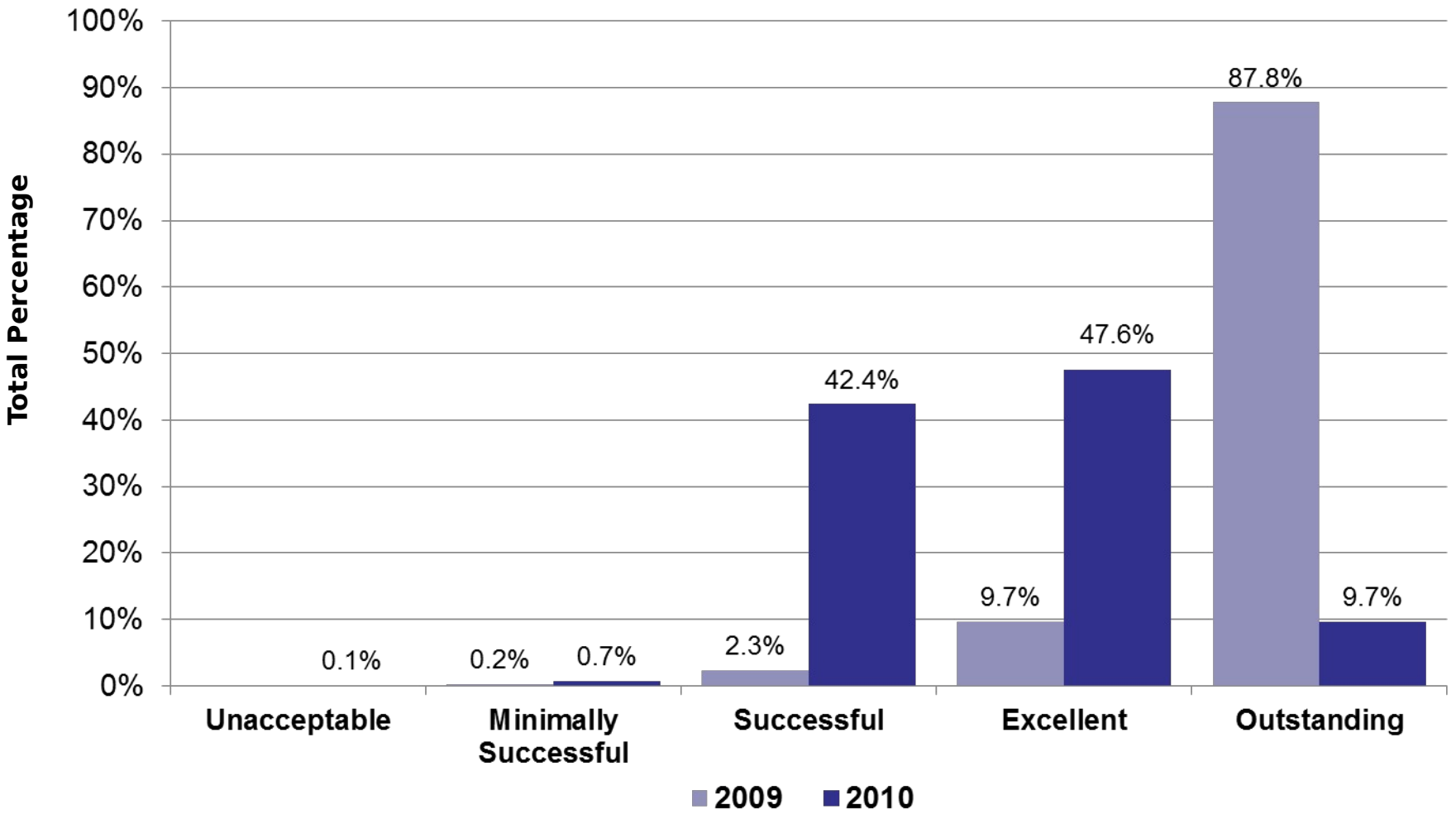
All numbers represent Percentages



Overall Percentage by Ratings Category



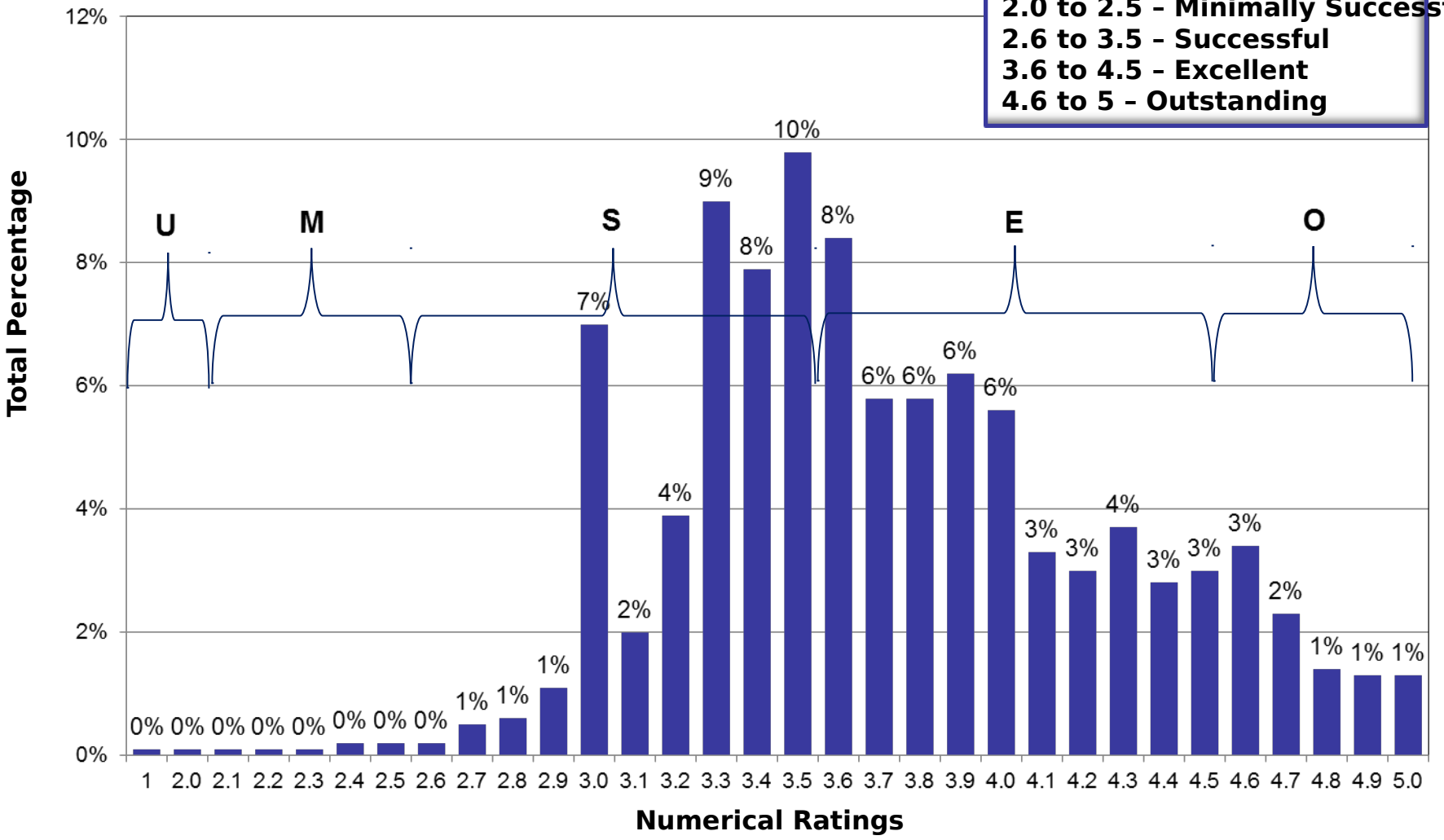
Overall Comparison
2009 (TAPES) vs 2010 (DCIPS)



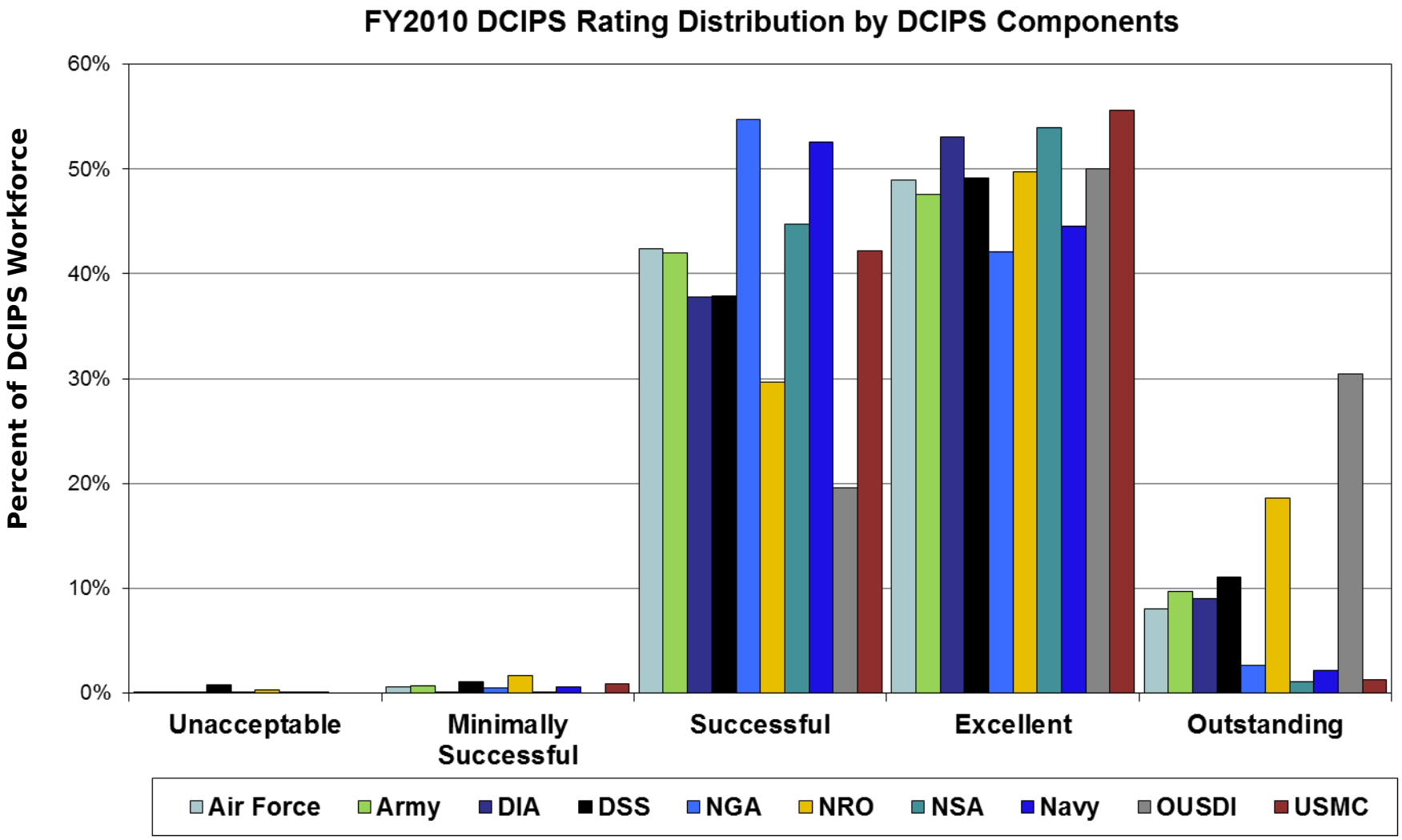
Percentages by Individual Ratings

DCIPS INTERIM

Range of Ratings:
Less than 2.0 – Unsuccessful
2.0 to 2.5 – Minimally Successful
2.6 to 3.5 – Successful
3.6 to 4.5 – Excellent
4.6 to 5 – Outstanding



DCIPS Wide Component Ratings



All DCIPS Organizations

Performance Management Program Challenges

- Management of the 50% Bonus Rule
- Performance Objectives not SMART enough
- Poorly written Self Report of Accomplishments (SRAs)
- Explaining the ratings distinction within/across ratings categories (3.5 Successful to 3.6 Excellent, a 10th difference)
- Lack of PRA teeth in the process – ability to direct changes
- Lack of bonus pool training for all Data Administrators
- Multiple user guides made the process difficult
- The automated tools (numerous “Flash Updates”)
  - PAA – Premature approvals in the system
  - CWB – Import tool missed key data points for successful upload into DCPDS
  - DCPDS – CWB Uploads for bonus pay out were problematic

Back Up Data

DCIPS Wide Component Funding

Pay Pool Funding for Performance-Based Bonus FY 2010				
Component	Number of Pay Pools	Min %	Mean %	Max %
Overall	736	1.40%	1.77%	2.34%
Air Force	83	1.40%	1.84%	2.25%
Army	140	1.40%	1.73%	2.34%
DIA	41	2.04%	2.04%	2.04%
DSS	7	2.25%	2.25%	2.25%
NGA	153	1.90%	1.90%	1.90%
NRO	6	1.75%	1.88%	1.90%
NSA	272	1.64%	1.64%	1.64%
Navy	29	1.75%	1.75%	1.80%
OUSD(I)	1	2.25%	2.25%	2.25%
USMC	4	1.90%	1.90%	1.90%

DCIPS Wide Component Bonuses

DCIPS Performance-Based Bonuses FY 2009 and 2010						
Component	Mean Rating FY 2009	Mean Rating FY 2010	% Rec. Bonus 2009	% Rec. Bonus 2010	Mean Bonus FY 2009	Mean Bonus FY 2010
Overall	3.5	3.6	44.0%	45.0%	$3,084	$3,335
Air Force	.	3.7		48.3%	.	$3,049
Army	.	3.7		46.9%	.	$2,829
DIA	3.7	3.8	34.3%	36.7%	$4,513	$4,599
DSS	.	3.7		44.4%	.	$3,849
NGA	3.4	3.5	48.4%	47.7%	$3,212	$3,596
NRO	.			50.4%	.	$3,484
NSA	3.5	3.6	44.7%	47.1%	$2,466	$2,884
Navy	3.4	3.6	33.2%	39.7%	$3,283	$3,520
OUSD(I)	4.1	4.2	50.4%	50.4%	$4,879	$5,270
USMC	3.6	3.6	44.0%	31.3%	$2,914	$4,750